

Surprise Police Department

Strategic Plan
2007 - 2012



Character

Courage

Commitment

Integrity

DANIEL R. HUGHES**CHIEF OF POLICE**

The City of Surprise Police Department is committed to enhancing the level of service we provide to the community. Proactive community policing will enable us to identify the problems of an ever-growing city by becoming active members of the community and developing creative solutions to the problems that face our residents and commerce.

This document presents the strategic goals and objectives for the City of Surprise Police Department for years 2007 through 2012. Both personnel and capital improvement funding requests for the continuing and improving levels of public safety to the community are summarized. Topics addressed in the strategic plan include personnel assignments, technology expansion, training development and current and future police facility expansion needs.

The City of Surprise is one of Arizona's fastest growing cities. In addition to the significant increase in residential population, there has also been a major expansion in commercial development. As a result, our department will undergo many changes in the way we conduct our community policing services.

The City of Surprise currently comprises 75 square miles with an estimated 2006 year-end population of 100,000. With a new home being completed every 1.5 hours, the city's Community Development Department projects that an estimated 20,537 new homes will be built over the next ten years. It is projected that by the year 2020 the population of Surprise could reach 300,000 and will encompass a total of 220 square miles.

This dramatic increase in population clearly demonstrates that the city will continue its dynamic growth, both residential and commercial, while significantly impacting our ability to provide quality service to the citizens that we are sworn to serve and protect.





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Surprise Police Department

Crime prevention through community oriented policing

The Surprise Police Department understands the importance of being involved in the community. The Department has numerous community-based programs to foster relationships and enhance awareness of crime prevention throughout the City of Surprise.

As a service oriented business, it is paramount that the community takes a lead role in problem oriented policing. Community orientated policing is not only programs, but a philosophy that is permeated through the entire department. This can be best accomplished via community based crime prevention programs. Community based crime prevention programs emphasize personal and civic responsibility. As the primary stakeholder, the community becomes involved in the decision making process and understands the abilities and limitations of the police. These programs place participants in a true partnership with the police department.

Crime Prevention Through Environmental Design (CPTED)

adjusts the environmental design of a residence or establishment by using lighting, landscaping and overall design. These adjustments then make the business or residence undesirable to opportunistic criminals. CPTED has been used to combat crimes that might occur in parking lots or common areas. This includes assaults, robberies, drive-by shootings, and auto thefts. CPTED has been extremely successful in combating the opportunistic criminal.



The four key concepts of CPTED are:

- Natural Surveillance - the placement of physical features, activities and people in such a way as to maximize visibility
- Natural Access Control - the physical guidance of people coming and going from a space by the placement of entrances, fences, landscaping, and lighting
- Territorial Reinforcement - the use of physical attributes that express ownership such as fencing, pavement treatments, signage, and landscaping
- Maintenance - allows for the continued use of a space for its intended purpose. It also serves as an additional expression of ownership.

Crime-Free Multi Housing: The Crime Free Multi-Housing Program is a crime prevention program designed to reduce crime, drugs, and gangs on apartment properties. This program is highly successful because it approaches crime on many fronts. The police cannot solve crime problems alone; neither can the management or residents of rental properties. By working together, the end result has been the most successful approach to crimes in rental communities. The Crime Free Multi-Housing Program has been acknowledged as a CALEA best practices program.



Goals of the Crime Free Multi Housing Program:

- Facilitate a cooperative effort and positive relationship between apartment owners, managers, residents and police in keeping illegal and nuisance activity off rental properties.
- Through a pro-active, rather than reactive, approach to crime and nuisance behavior, create a safer and more habitable environment in which law abiding residents may live.
- Educate apartment owners, managers and residents to know what they can do fairly and legally, to solve the problem of illegal and nuisance activity on their rental properties.
- Assist owners and managers to know how and when to use the civil process as an effective means of preventing, reducing and eliminating crime and nuisance activity.

Neighborhood Watch: Neighborhood Watch programs empower communities to take a proactive roll in crime prevention. Many neighborhoods already have neighborhood watch programs, which are vibrant and effective. For those that do not, neighborhood watch programs provide an effective means to make their families, businesses, communities and their nation a safer place to live.



An effective neighborhood watch program is the cornerstone of all crime prevention programs. It enlists the active participation of citizens in cooperation with law enforcement to reduce burglaries and other neighborhood crimes. Its primary purpose is the protection of property, yours and your neighbors. Neighborhood watch participants practice operation identification, key holder, vacation watch and neighbor-to-neighbor security

survey programs. The goal of the program is to have neighborhoods take personal responsibility, report suspicious activity and practice sound risk management.

Senior Services Officer: The Surprise Police Department has incorporated a Senior Services Officer to the Community Relations Unit. This officer provides specialized programs to ensure that the quality of life needs are being met for the senior citizens within our community. The Department has implemented the “R U Ok Program”. This automated telephone program routinely calls citizens that have signed up to have their well being checked on. If the citizen does not answer the phone when called, officers are dispatched to the residence to provide any assistance that may be needed.



The Senior Services Officer also provides education to the seniors in the community on crime prevention, including frauds and confidence crimes, internet safety, identity theft, elder abuse and many other topics that are specific to the needs of this demographic group. The officer also stays current on criminal trends to seniors and provides on going communication to various community organizations, clubs, residential facilities and neighborhood groups.

Youth Education Programs: We will continue to build relationships with the youth of Surprise by way of educational involvement. The School Resource Officer Program is a proactive approach to deal with the pressures today's young people find themselves having to confront.

The Surprise Police Department has a School Resource Officer program. School Resource Officers are certified law enforcement officers who are permanently assigned to provide coverage to a

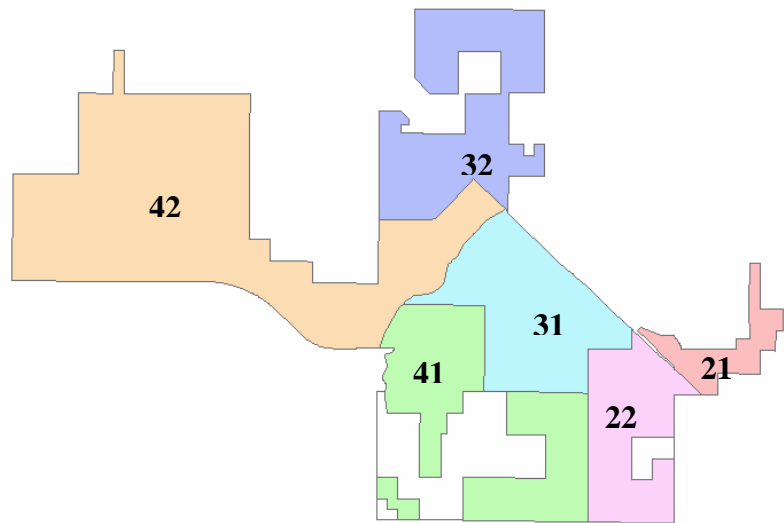


school or a set of schools. The SRO is specifically trained to perform three roles: law enforcement officer; law-related counselor; and law-related educator. The SRO is not a DARE officer (although many have received such training), security guard or officer who has been placed temporarily in a school in response to a crisis situation, but rather acts as a comprehensive resource for his/her school.

The Surprise Police Department will continue to enhance the School Resource program as the growth of Surprise increases.

School Resource Officers are strategically placed in various schools throughout the City dependent upon the current needs and population of the Schools.

Beat Structure: The City of Surprise is divided up into sectors called “beats”. Beats are determined based on population and access to major thoroughfares. Each beat consists of officers from every shift that are assigned to work the same area giving them accountability within their region. Officers that patrol the same area become more familiar with the neighborhoods and business districts in their beat, making it easier to identify suspicious activity.



- Beats encourage officers and citizens to interact more often and create a community bond
- Beats assure consistent and more frequent patrols in neighborhoods
- Communication between shifts becomes easier and officers who share beats can discuss any problems or activity occurring within their shared beats

Beat Teams: The Surprise Police Department has formulated teams of officers to address issues that are specific to geographic areas. The “Beat Teams” are comprised of a sergeant and a group of officers that work the same patrol beat. The teams meet regularly to address quality of life concerns from the neighborhoods and businesses that are within their beat boundaries. Officers are encouraged to create community policing projects in their beats. This includes crime prevention, public education, attending public meetings and creating a plan of action for any problem areas. To ensure the department has an open dialogue with the community, the beat teams host “Town Hall” meetings. These open house style meetings ask for public input into the Beat Teams’ projects. The public essentially is providing direction to the Beat Teams so



that the most effective measures are being taken to address the community’s concerns. The Beat Teams are one of the many programs that provide constant interaction and a free flow of exchange between the community and the Surprise Police Department.

Partners for a Safe Surprise: This initiative was created to promote positive community relations between the Surprise community, corporate entities and the City of Surprise. There are many programs that operate under the auspices of this partnership. The Police Department has implemented safe driving campaigns after receiving concerns from the citizens about traffic on Bell Road and commercial vehicle enforcement check points that have been conducted with the involvement of agencies from around the valley.



Public Education: Community Oriented Policing plays an important and vital role in reducing crime in any community. Therefore the Surprise Police Department instituted the Citizen Police Academy, to improve communication and obtain input and support throughout the city. The Citizen's Police Academy is an eight week opportunity for the citizens of Surprise and members of the business community to become familiar with all phases of police operations and help them understand how the Surprise Police Department operates as well as discuss ideas on how to improve the quality of life for the businesses and citizens of our community.



Participants of the academy have the opportunity to listen to presentations and interact with representatives of the department. It is our hope that the graduates become partners with us in identifying problems and solutions to the crime issues that are affecting our community.

Course curriculum includes:

- An overview of the police department and the administration
- Uniformed patrol and the impact of the job on officers
- Crime scene investigation
- D.U.I. recognition
- Tactical operations
- Use of canines
- Police driving techniques
- Firearms training
- Police communications
- Community oriented policing and Beat Teams or NRT
- Volunteer Opportunities



Citizens Patrol: The greatest asset a community has in fighting crime is a mobilized, active group of citizens that work together to reduce conditions that are likely to bring on crime. Our Citizen's Patrol (CP) forms a working partnership between the citizens of Surprise and the Police Department. In addition to assisting police officers and patrolling the streets of Surprise, the CP's assist with traffic control at accidents, crime scenes and special events. Additional duties include radar deployment and speed compliance programs,

vacation watch, evidence administration, sexual predator notification, issuing parking citations, recruiting and training, fund raising and educating the community regarding home security and related subjects.

Alternative Patrol Methods: We continually explore new ways to more effectively serve our community. In addition to traditional vehicular patrol, alternative methods of patrol are employed. Reinitiating bike patrol is just one example of how our department is working to become a partner with the community. Bike patrol officers are more accessible to the public and have proven to be an effective tool in promoting police and community relations. Officers provide direct ties to residents and businesses as well as becoming a deterrent to crime.

A Neighborhood Response Team has been established. This team is comprised of a sergeant and several officers. The Team addresses concerns in neighborhood or trend related crimes. The Team uses both marked uniform presence and conducts covert operations.

The use of foot patrol has shown to be an effective technique in reducing the fear of crime and perceptions of citizen safety. It is a pro-active, highly visible approach to community policing.

The use of off road vehicles is a deterrence to criminal activity and an aggressive proactive patrol technique. Officers will enforce off road areas as well as teach safety techniques.

Directed patrol is an assignment given to an officer with specific direction in an attempt to resolve an ongoing issue. The citizens of Surprise bring these issues to the attention of the department. Directed patrol includes:

- Running radar on a neighborhood street that is frequently reported to have speeders
- Increasing officer visibility in an area receiving vandalism
- Intensifying patrol in areas with new homes under construction to deter theft



COOPERATIVE PROGRAMS

G.A.I.N. Night: Getting Arizona Involved in Neighborhoods (G.A.I.N.) Night is Arizona's answer to National Night Out. The Surprise Police Department, with sponsorship support from Arizona Public Service, hosts an annual evening of celebration for the successes of crime prevention through community involvement.



G.A.I.N. Night is designed to generate police-community partnerships and to show our appreciation for those in the community that support our efforts in the day to day fight against crime. This free event includes demonstrations by the Surprise Police Department, safety information tables for all ages, free vehicle etching, raffles, prizes, and many other activities for all ages.

Law Enforcement Torch Run: The Law Enforcement Torch Run is the largest fundraiser and public awareness event for the Special Olympics. The Torch Run is a worldwide series of torch relays run by law enforcement officers, leading up to each state, province or nation's Special Olympics Summer Games.



Each year members of the Surprise Police Department raise donations for the Special Olympics through the Law Enforcement Torch Run. The Law Enforcement Torch Run is held in May, but donations are accepted year round. In 2007, Surprise Police Officers ran and biked a 9-mile stretch from Sunrise Boulevard to 99th and Grand Avenue.

Red Badge Program: The Surprise Police Department participates in the Red Badge Program that is coordinated by the Arizona Governor's Office. The Red Badge Program is about helping people communicate during an automobile crash, when they might not be able to communicate for themselves. It gives first responders valuable information when responding to traffic crashes and help speed emergency response time by immediately making available information necessary to treat crash victims, prevent further injury, and thus, help save lives.



Fleet Watch: By working with organizations that have vehicle fleets in the City, the Surprise Police Department has many more eyes on the road. Training is provided to drivers on suspicious activity awareness. Drivers are given specific areas that will assist the Department in locating and identifying suspicious activity. Departments that participate in the Fleet Watch program are:



- ✓ Code Enforcement
- ✓ Dial-a-ride
- ✓ Public Works

Graffiti Education Program: Members of the City of Surprise Police Department, Code Enforcement, Community Initiatives, Public Works Department and founder of “Together Against Graffiti” (TAG), have generated a plan to jointly address graffiti issues throughout the City of Surprise. In essence, the program works as follows:

✚ The Police Department generates an incident report and photographs graffiti that is deemed unique. Once completed, the reporting officer contacts the Code Enforcement Graffiti Police and notifies them of the incident number, graffiti location, description and any property owner information available.



✚ Code Enforcement takes the necessary steps to ensure that the graffiti is covered up in a timely manner. Private property owners may be contacted and advised of the resources of the TAG program. Code Enforcement also monitors the City’s Graffiti Hotline.



✚ The Community Initiatives Department assists by utilizing funding from the City of Surprise Neighborhood Beautification Project to purchase materials necessary for this program and supplying these materials to the different volunteers associated with this program.

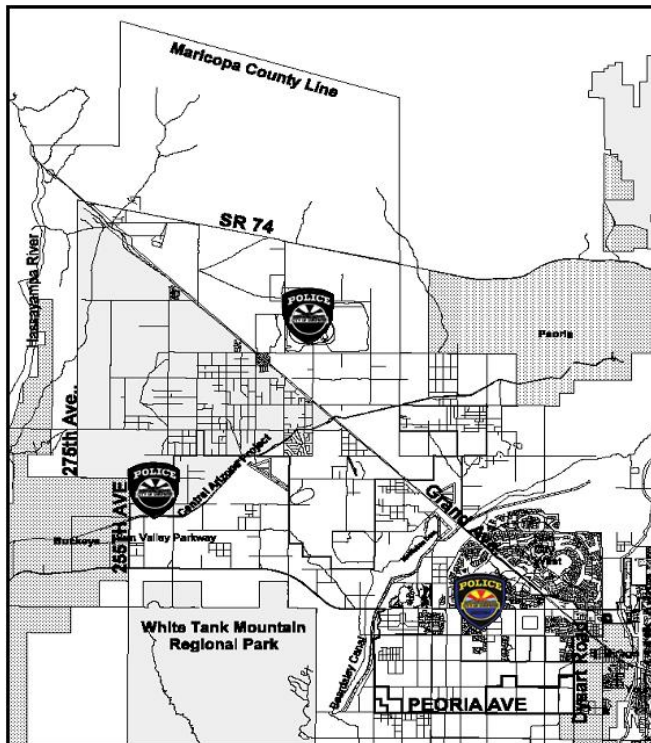
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Surprise Police Department

Identify and Plan for Future Needs

Planned infrastructure for the Police Department has been developed in preparation for continuing expansive growth, in both population and community needs.

Substation locations will be determined based on the needs of the community and the ability to provide prompt response time. These facilities will allow personnel to report to duty at a satellite substation. Aside from being a place for police officers to report to duty, substations will put officers closer to the neighborhoods they patrol. It is proposed that additional substations will be attached to fire stations to reduce costs. Funds are being determined for this project.



Approx. location of current police station

(Statler Ln. & Tierra Buena Ln.)



Intended vicinity of future police substations

*(243rd Ave. & Sun Valley Pkwy.)
(Chrysler Proving Grounds vicinity)*

The Crime Analyst Unit was created to assist patrol officers and the investigative divisions by providing information related to current crime patterns, series and trends. This may include possible suspect information and predictions of future crimes related to a crime series. Department Staff is provided information on a regular basis regarding crime and crime trends as well as statistical data. The Crime Analyst acts as a liaison with other agencies obtaining and sharing information relating to current crimes, series and trends.



There are three Types of Crime Analysis:

- ⚡ Administrative - deals with long-range comparisons (quarterly, semi-annually or annually). Examples of administrative crime analysis tasks include providing economic, geographic, and law enforcement information to police management, city hall, city council, and neighborhood/citizen groups.
- ⚡ Strategic – is primarily concerned with operational strategies and seeks solutions to on-going problems (weeks, months, quarters or years). The purpose of strategic crime analysis is to perform police service more effectively and efficiently by matching service delivery to demands for service.
- ⚡ Tactical – deals with immediate criminal offenses (immediate, hours, days, weeks). It promotes a quick response to recent offenses such as burglaries and robberies. The tactical crime analyst provides information to assist operational personnel in the identification of specific crime trends and in the arrest of criminal offenders.

To continue to provide progressive and quality training to the staff of the Surprise Police Department, a readily available training facility will be created. This facility will be conducive to learning and capable of hosting ongoing training courses to enhance the development of the organization.



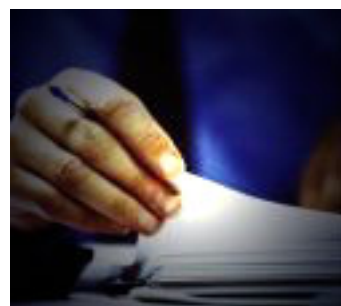
DIVISION ENHANCEMENTS

The Surprise Police Department strives on being responsive to the needs of the community and economic entities. To facilitate proactive crime prevention and utilize the resources of the Department to the fullest extent, the Department may create new specialized units. Along with the addition of programs and enhanced units, supervisory and command personnel are needed to monitor and maintain accountability for the effectiveness and success of the added areas.

Administrative Services Division:

The Administrative Services Division is ever expanding in recruitment and retention goals. There is an emphasis on unorthodox recruiting efforts. By increasing staff in the recruitment and background investigation areas, the department can expand beyond the typical law enforcement career days and military job fairs. Reaching out to well known collegiate criminal justice programs nationwide and meeting with career enhancement personnel in large industries are some of the visions for this division.

Community Relations will continue to be ever expansive. With the department wide community policing philosophy, the interaction with the citizens will take on new challenges. Specializing staff in areas and creating subject matter experts will increase the overall plan set forth to provide cutting edge proactive law enforcement to the community. Officers will be trained and their skills advanced in areas of Crime Prevention Through Environmental Design, Senior Services Officers, Neighborhood Watch and many other programs that bring the community into full circle with the department's mission.



The Communications Unit provides internal and external customer service. This unit provides a conduit of information both routine and priority. Ongoing staffing analysis is used to maintain a balanced ratio in communications staffing in relation to increasing field operations staffing. With acceptable levels of staffing, communications personnel can be attentive to all incoming telephone calls. Entry of calls into the computer aided dispatch system can expedite officer response times.

Field Operations Division:



The Field Operations Division is the largest division in the department. This division is comprised of squads of uniformed patrol officers who respond to calls for service work, as well as the Support Services Unit which is comprised of K-9 Officers, Animal Control Officers, and Traffic Officers. Sergeants and Officers work together to ensure the success of this division.

In addition to calls, directed patrol activities are conducted to target potential problem areas. Additional squads are being added to the department to further enhance our commitment to the community. The new squads will supplement the current coverage of patrol officers by overlapping with other squads to ensure a constant coverage of officers on patrol at any given time.



Field Operation Lieutenants are available to assist the division with a departmental management standpoint after normal business hours. The guidance that is provided by the lieutenants represent a comprehensive view from a risk management and policy minded position.



CRIMINAL INVESTIGATION DIVISION

As the city continues its rapid growth, the criminal trends and issues parallel the population and economic increases. To maintain the level of responsiveness to these concerns, the Criminal Investigation Division is made up of two units: Crimes Against Persons (CAP) and Property Crimes Unit (PCU). These units provide the most skilled professionals and sex crime detectives.

The Crimes Against Persons unit is comprised of detectives, forensics specialists and victim advocates and is responsible for major felony investigations involving crime scene and evidence collection. Detectives are placed in long term career oriented positions. They are provided with state of the art training and technology to address high profile and violent crimes required for cases of this magnitude. Homicide detectives receive training that is specific to narrowing the suspect's modus operandi, blood spatter during scene investigation and other knowledge required for these intensive investigations. The Crimes Against Persons unit is responsible for sex crimes, child abuse investigations and for the sex offender notification program.



The Property Crimes Unit has the primary responsibility to investigate clandestine criminal offenses, drug activity, apprehension of offender/fugitives, recovery of stolen property, graffiti, investigation of gang-related crimes, fraud, forgery, pawn shop activity and to seek prosecution for these crimes. Each of these crimes has a significant effect upon and directly impacts the quality of life for all persons within the City of Surprise. The Property Crimes Unit shall continuously partner with the community to reduce and eliminate these types of crimes. The unit also oversees the internal and offsite property and evidence storage facilities.

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Surprise Police Department

Technology

To provide cutting edge law enforcement, the Surprise Police Department strives to evaluate the technical enhancements available.

With the rapid growth of the City and the growing needs of the citizens for police service, we will consider alternatives to the limitations of the current communication system. At the present time frequencies are being leased from the Maricopa County Sheriff's Office. The vision is to partner with other northwest valley cities and create shared ownership of a radio infrastructure that would satisfy the needs of this city as well as the others involved. With the implementation of this infrastructure, the purchase of radio frequencies will enhance operations by providing the capability of interagency coordination. If the vision of west valley multi-agency shared ownership is achieved, the operating costs may be reduced.



The process of writing and issuing traffic citations demands a significant amount of a police officer's time and attention. In addition to the officer's time, entering information from every citation into computer system, filing and tracking these documents demands a considerable amount of time from limited personnel resources. This is true both in law enforcement agencies and court offices.



Electronic citations involve state-of-the-art computer technology that has the capability to read the magnetic strip on any state issued identification card and automatically download the information into the computerized traffic citation system. A copy of the citation will be printed for the violator and all data will be transmitted to the affected agencies - the department, the courts and the Motor Vehicle Department. This system will interface with the Department's current records management system.

Digital mobile video surveillance is an essential tool for protecting and enforcing the law. In a police car, mobile video documents any incident, whether it is a felony stop or a routine speeding ticket. Video surveillance has also proven to be an invaluable tool in providing facts for criminal court.

Typical benefits are increased conviction rates and a reduction in court proceedings. Technical advantages of a digital mobile video system are:

- ☑ Ability to record associated data, such as location, officer and department ID, and radar speeds
- ☑ Higher-quality video
- ☑ Pre-event recording capabilities
- ☑ Ease of sharing video files with no loss of quality



Video enhancement software can improve the quality and clarity of surveillance tapes used in video monitoring systems. Through the use of this innovative software, hidden details can be revealed from what was once considered useless video footage, enabling police to make poor quality video useful for collecting evidence or helping to identify criminal suspects.



Many of the following common video surveillance problems can be solved:

- Low Light
- Low Contrast
- Stabilization of moving targets and/or camera motion
- Noise elimination
- Sharpening blurred images

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Surprise Police Department

CALEA

The objective of obtaining CALEA accreditation is to improve delivery of law enforcement service by offering a body of standards, developed by law enforcement practitioners, covering a wide range of up-to-date law enforcement topics. It recognizes professional achievements by offering an orderly process for addressing and complying with applicable standards.

The overall purpose of the Commission's accreditation program is to improve delivery of law enforcement service by offering a body of standards, developed by law enforcement practitioners, covering a wide range of up-to-date law enforcement topics. It recognizes professional achievements by offering an orderly process for addressing and complying with applicable standards.

The processes in which our department will become CALEA accredited and maintain accreditation will continue throughout the duration of this plan. All policies will be revised and implemented to ensure compliance with CALEA standards. Employees will receive additional training on new procedures. The Department applied for accreditation in 2004 and completed the mock assessment. Adjustments will be made as a result of the first assessment and accreditation should be complete in August of 2007.



Associated Costs:

The initial application fee was \$7,650. The "on-site" fee is \$ 7,500 and the annual cost to maintain the program with associated expenses is \$4,500 per year after accreditation.

The CALEA standards improve the delivery of law enforcement service by offering set standards and policies. CALEA accreditation will increase government and community support.

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Surprise Police Department

Staffing

The organization of the Department will change to reflect the growing needs of the public.

In 2006, 47 police officers were assigned to the Field Operations Division, which is primarily responsible for the efforts of responding to calls for service, community and neighborhood patrols, community policing and contact efforts and proactive efforts of policing. **This would provide a ratio of 1 officer per every 2,128 residents.**

The Surprise General Plan 2020 sets forth the communities long-range goals and objectives throughout the upcoming years. With the projected growth and demographic change the plan provides for, the police department has formed this strategic staffing plan to coincide with the anticipated changes outlined in the General Plan. **(The General Plan calls for a ratio of two Field Operation officers per every 1,000 people.)**



of time between, field patrol activity, administrative duties, and proactive community policing efforts. This presents each officer with an opportunity to spend 1/3 of their duty time on activity related duties, such as calls for service, traffic enforcement, taking police reports, making arrests, investigating criminal activity, etc. An additional 1/3 of their duty time is devoted to administrative duties such as, writing police reports, telephone calls with victims and or follow up contacts, completing accident diagrams and reports, logging evidence, completing payroll and other department paperwork, equipment maintenance, briefings, etc. The final 1/3 of their duty time is devoted to proactive, community policing efforts, including neighborhood contacts, problem identification and problem solving (beat team projects), attending neighborhood watch and association meetings, etc.



Administrative time

- Approx. 3.5 hours per day per officer
- Report writing, accident diagrams, payroll, evidence entry
- Pre-shift briefing & shift end briefing
- Equipment and vehicle maintenance/check in & check out, fueling

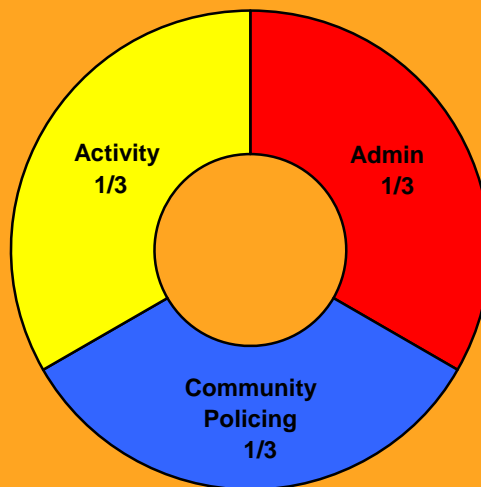
Activity time

- Reactive, dispatched calls
- Various reports, arrests and activities

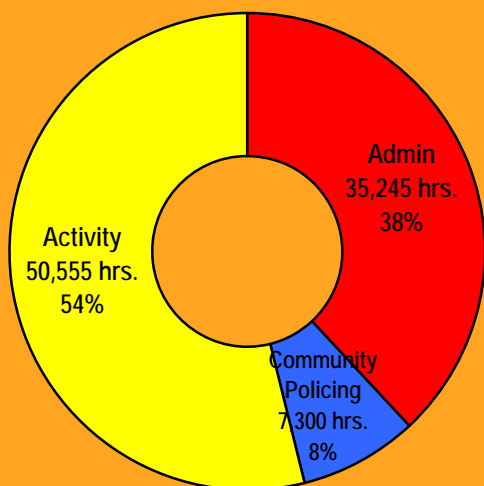
Community policing

- Proactive policing
- Self initiated activity
- Beat team projects
- Directed patrol
- Code enforcement violations

Recommended officer work load distribution

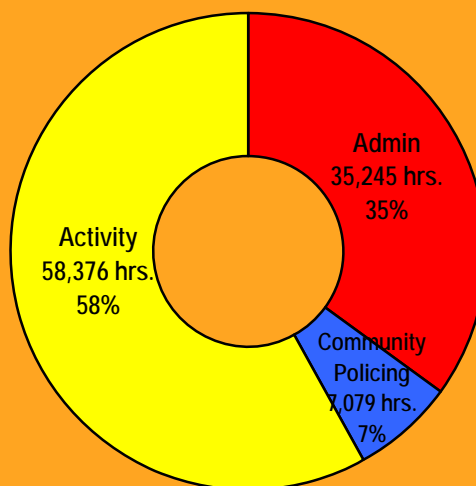


2005



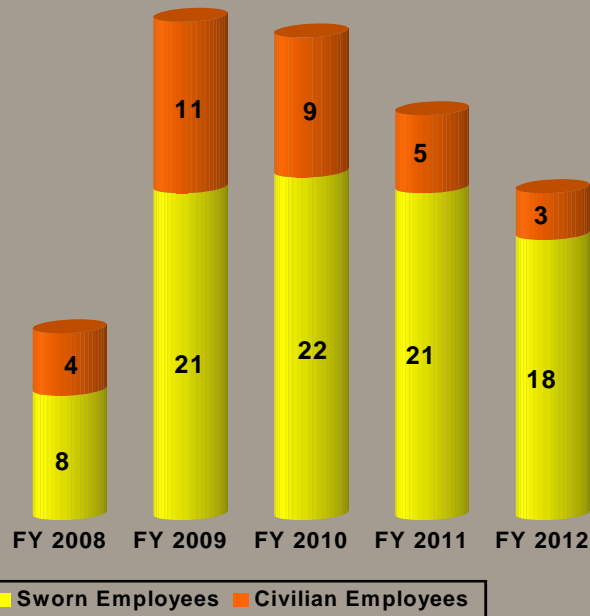
**93,100 Available Officer Hours
66,543 Incidents**

2006



**100,700 Available Officer Hours
76,630 Incidents**

Personnel Requested



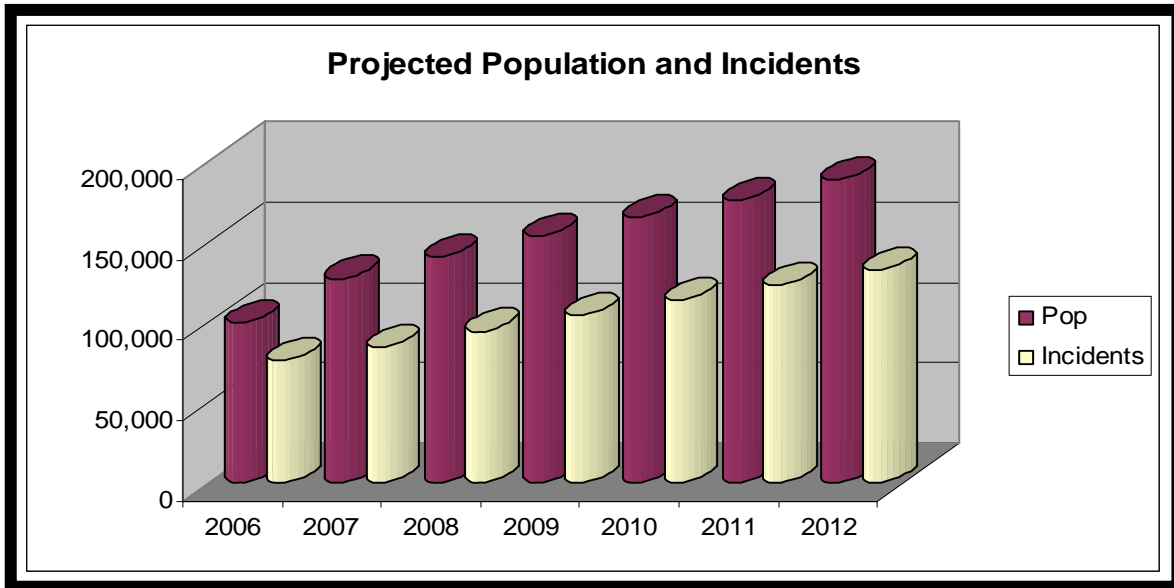
The employees of the Surprise Police Department are our most valuable assets and are empowered to develop creative solutions to our community's needs.

We will recruit and develop employees who are committed to excellence, professionalism and quality customer service.

	ADMINISTRATION	CRIMINAL INVESTIGATIONS	FIELD OPERATIONS
FY 2008	2 Officers (Community Relations) 1 Administrative Tech 2 Communications Operators (Approved)		6 Officers 1 CSO
FY 2009	1 Lieutenant 1 Budget / Mgmt Analyst 1 Administrative Spec. (CALEA) 1 Public Safety Education Spec. 1 Administrative Tech 2 Communications Operators 1 Records Clerk 1 School Resource Officer	2 Detectives 1 CSO – Evidence 1 Records Clerk	1 Lieutenant 2 Sergeants 14 Officers 2 CSO's
FY 2010	1 Sergeant 1 Administrative Spec. (Recruiting) 1 Administrative Spec. (Training) 1 Communications Operator 1 Records Clerk 1 Records Supervisor 1 Legal Advisor	1 Lieutenant 1 Administrative Specialist 2 Detectives 1 Property & Evidence Suprv.	1 Lieutenant 2 Sergeants 14 Officers 2 CSO's
FY 2011	1 Lieutenant – Professional Stds. 1 Communications Supervisor 1 Communications Operator 1 Records Clerk	1 Sergeant 2 Detectives 1 CSO - Evidence	1 Lieutenant 2 Sergeants 14 Officers 1 CSO
FY 2012	1 Communications Operator 1 Crime Analyst	2 Detectives	2 Sergeants 14 Officers 1 CSO

***Personnel projections are estimates based on assumptions from increases in both population and calls for service*

The Surprise Police Department strives to provide quality service to the citizens of our community. This is accomplished by not only being responsive to calls for assistance but by proactively building partnerships with the community.



***Incident projections are based on assumptions formulated from the last five years of calls for service*



Projected Population vs. Incidents		
Year	Population	Incidents
2006	100,000	76,630
2007	127,716	84,863
2008	141,106	94,725
2009	153,669	104,618
2010	165,424	113,749
2011	176,502	123,115
2012	189,450	132,872